

23 June 1975

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Intelligence Institute

SUBJECT : Course Report - Midcareer Course
No. 47, 11 May - 13 June 1975

25X1A

1. Midcareer Course No. 47 was considered by both class and staff to have been a very successful running overall. The members came together as a group moderately well during the two weeks at [REDACTED] but they were not as questioning a class as other recent Midcareerists have been. This reticence to ask probing questions changed noticeably during Phase III and by the last week some of the discussion sessions with the speakers were quite animated.

2. Phase III on World Affairs was rated highest by the class, followed closely by Phase I on the Agency. Phase II on the Intelligence Community received the lowest marks, primarily due to several speakers who did not project well. The field trip, while not receiving the highest marks, was a success in meeting its primary objective. The class met with the Director, three of the Deputy Directors (including Mr. Duckett for the first time in four runnings), and the ADDI. The class generally felt that the course had met both its stated objectives and the members' own personal objectives.

Statistics

3. The 30 members of Course 47 represented the four Directorates. Ten were from the Operations Directorate, seven from the Intelligence Directorate, seven from the Directorate of Administration, and six from the Directorate of Science and Technology. The average age of the class was 37.3 years with a range of 30 to 47. The average grade was 12.8, with 11 GS-12's, 14 GS-13's, and 5 GS-14's. The average length of service was 12.2 years with a range of 3 to 25 years.

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Major Changes

25X1A 4. Major changes in this running consisted of having General Wilson, D/DCI/IC, as the first speaker at [REDACTED] five new speakers in Phase III, and the first field trip to Long Island in many years. The ratings of the new speakers ranged from poor to outstanding; this same range applied to speakers who have appeared previously. The visits to Brookhaven Lab and Grumman Aerospace were generally considered successful.

25X1A 5. A majority of the class felt that the team exercises on the first day at [REDACTED] helped both to "break the ice" and to surface some mutually felt problem areas. General Wilson's discussion of the Community the first evening got the formal presentation part of the schedule off to a good start. The rest of Phase I proceeded smoothly, with five substitute speakers (out of a total of 42) and one cancellation (Sayre Stevens). One innovation in this running occurred when Messrs. Blake and McMahon were both at [REDACTED] on the same evening--Mr. Blake to meet with our Midcareerists and Mr. McMahon with the Office Management Course. After meeting separately with these groups, a joint question-and-answer session was held [REDACTED] Speakers who rated highest with the class in this Phase included Fred Janney, Tom Holmes, 25X1A [REDACTED] Zeke Zellmer, Tom Yale, Paul Walsh and 25X1A Carl Duckett.

25X1A 6. Phase II's three days went precisely according to schedule. Speakers rated highest were [REDACTED] from the FBI and Colonel Granger from the NSC Staff.

25X1A 7. The two weeks of Phase III consisted of fourteen speakers and the 2 1/2 day field trip. New speakers in this Phase included Wreatham Gathright of State, Doak [REDACTED]

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8. The field trip to Brookhaven National Laboratory and Grumman Aerospace Corporation went quite well. An overwhelming majority of the class felt that the visits had met the primary objective. The briefings and tours were generally well done, interesting and informative. It was quite obvious that, particularly at Grumman, the people involved had gone out of their way to make the visit a success. It was interesting that the general manager of the Grumman production plants at Calverton, in his welcoming remarks, expressed his sincere affinity for the Agency and his regret at the spate of current publicity.

Problems

9. No major problems were encountered during this running.

Summary of Class Reaction

10. The overall reaction of the class to the Course was highly favorable. All members pointed to the association with peers as probably the biggest single benefit. Most were also appreciative of the opportunity to discuss issues with the speakers, particularly during the first two weeks at [REDACTED]

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11. On a scale of 1 to 7, Phase I evaluations ranged from 4 to 6 with an average of 5.3. Phase II evaluations ranged from 3 to 6 with an average of 4.6 and the field trip evaluations ranged from 2 to 6 with an average of 4.9, considerably higher than last time. As noted above, Phase III received the highest evaluations, ranging from 4 to 7 with an average of 5.6.

25X1A



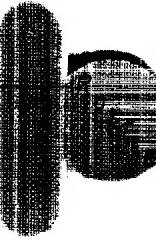
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MIDCAREER COURSE

NO. 47

OPENING DAY

7 May 1975

Room 916

Chamber of Commerce Building

PHASE I

THE AGENCY

11 May - 28 May 1975

25X1A

and

Headquarters Area

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

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MIDCAREER COURSE

NO. 47

25X1A

CHAIRMAN

: [REDACTED]
Room 921, Chamber of Commerce
Extension 2063

25X1A

[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

25X1A

TRAINING ASSISTANT:

[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

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MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants.

COURSE OBJECTIVES

Midcareer Course members are expected to:

1. Gain a broad understanding of the Agency as a whole, the directorates and components other than their own, and of issues of current concern to Agency management.
2. Increase their knowledge of the other elements of the Intelligence Community and the policy making process.
3. Obtain insight into national and international developments of significance that bear on the U.S. foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

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MONDAY, 12 May 1975

Welcome to [REDACTED] and
Security Briefing
(Please convene in
Classroom 11)

PHASE I--THE AGENCY

The Course opens with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch; therefore, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0845-0900 Course Administration

Block I--Mutual Perceptions: The Agency and Us

In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions. The role of the Intelligence Community Staff will be discussed, as will the Agency's legal and media relationships. Finally, those officers primarily concerned with personnel and security matters will discuss their perceptions of the problems of people in the Agency.

0910-1200 Team Exercise: Midcareerist Obstacles

This team exercise is designed to bring our collective thoughts, as a class, to bear on problems that we have individually perceived at one time or another. We want to identify and clarify obstacles that intrude upon individual career development or on the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. The exercise should surface and bring into focus shared individual concerns and concerns about the Agency that we may explore throughout the entire five weeks.

Lunch

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MONDAY, 12 May 1975

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1300-1500 Team Reports

Dinner

1900-2100 Evening Session - [REDACTED]

Managing the
Intelligence
Community

Lt. Gen. Samuel V.
Wilson
Deputy to the
DCI for the
Intelligence
Community

The Director of Central Intelligence was charged by the President in November 1971 with exerting more influence throughout the Intelligence Community. This charge was reiterated by President Ford in October 1974. To assist in carrying out this charge, the Director created the Intelligence Community Staff. Our speaker will outline the scope of this responsibility, some of the major problems, and his prognosis for success.

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TUESDAY, 13 May 1975

0830-0930

Reading

Class

Intelligence Institute, Office of
Training, Study Guide: The
Organization of CIA, January 1975,
12p. and chart. SECRET

John Maury, "CIA and the Congress,"
pp. 1-14, Studies in Intelligence,
Vol 18 No. 2, Summer 1974. SECRET
No Foreign Dissem

Rep. Lucien Nedzi, "Oversight or
Overlook: Congress and the US
Intelligence Agencies," pp 15-20,
Studies in Intelligence, Vol 18
No. 2, SECRET No Foreign Dissem

Director of Central Intelligence,
Statement to the Presidential
Commission on CIA Activities within
the United States, 13 January 1975.

----- - Statement by W. E. Colby, DCI, Before
Defense Subcommittee of the House
Appropriations Committee, February 20,
1975.

Statement by W. E. Colby, DCI, Before
Government Information and Individual
Rights Subcommittee of the House
Government Operations Committee,
March 5, 1975.

0945-1045

CIA in Court

~~Assoc. Deputy General~~
Counsel

*One of the major problems confronting the Agency today is the
requirement to maintain the security of Agency operations in
a free society--which often means defense against challenges
in court. A representative of the General Counsel will high-
light the changing legal climate that affects the Agency's
operations and security.*

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TUESDAY, 13 May 1975

[REDACTED]

1100-1200

The Agency's Relations
with the Press

Angus M. Thuermer
Assistant to the
Director

The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.

25X1A

Lunch

1300-1430

The Agency's Relations
with Congress

[REDACTED]
George L. Gary
Office of Legislative Counsel

The Agency occupies an unusual, if not unique, position in the endemic contest between the Executive and Legislative branches of Government. Our speaker will review Congressional relations, describing the mechanisms responsible for oversight, and will share his impressions of the attitudes in Congress toward the Agency in this time of change.

1445-1545

Film: To Be Announced

25X1A

Dinner

25X1A

1900-2100

Evening Session - [REDACTED]

[REDACTED]
Angus M. Thuermer

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25X1A

WEDNESDAY, 14 May 1975

0830-0930

Reading

Class

CIA, Employee Bulletin "New Approaches to Personnel Management," 1 April 1974, ADMINISTRATIVE - INTERNAL USE ONLY

25X1A

Office of Personnel (a briefing prepared for Harold Brownman, DDM&S), "Annual Personnel Plan," ADMINISTRATIVE - INTERNAL USE ONLY

-----, Annual Personnel Plan: Comment Sheet, ADMINISTRATIVE - INTERNAL USE ONLY

-----, Annual Personnel Plan, FY 74/75 (Table of Contents only; the actual forms are available for examination), ADMINISTRATIVE - INTERNAL USE ONLY

-----, Personnel Development Program--FY 1975, ADMINISTRATIVE - INTERNAL USE ONLY

-----, Personnel Development Program Report Formats--Section I, ADMINISTRATIVE - INTERNAL USE ONLY

-----, PDP Charts and forms--Executive-level Development, and two Sample models for Developmental Profiles; available for examination, ADMINISTRATIVE - INTERNAL USE ONLY

Central Intelligence Agency, Affirmative Action Plan for Equal Employment Opportunity, Calendar Year 1975, UNCLASSIFIED

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WEDNESDAY, 14 May 1975

25X1A

0945-1045

The Agency and
Its People

Fred W. Janney
Director of Personnel

Our speaker will describe and clarify the underlying philosophy of the new personnel management tools--Annual Personnel Plan (APP) and Personnel Development Program (PDP)--that came from the Personnel Approaches Study Group (PASG). He will also describe other matters of personnel management in which the Office of Personnel has a key role, as well as those for which OP has a monitoring and guidance function.

1100-1200

Equal Employment
Opportunity in the
Agency

Thomas W. Holmes, Jr.
Director of Equal
Employment Opportunity
Programs

The DCI is firmly committed to achieve equal employment opportunity for all CIA employees. Mr. Holmes will describe the nature of the problem and the actions to be taken to attempt to solve it.

25X1A

Lunch

1300-1400

The Freedom of Information
Act and Its Impact on CIA

~~Assistant to DDA
for Coordination
FOI~~ DDA

Our speaker will outline briefly the provisions of the 1966 Freedom of Information Act and the effects of its implementation on government departments and agencies. Executive Order 11652 will be discussed and the Agency's procedures and experience dealing with declassification requests will be detailed. The 1974 amendments to the Freedom of Information Act will be outlined and emphasis will be placed on the impact of the amendments on CIA.

25X1A

1415-1515

Security in the
Agency Today

Deputy Director
of Security

The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment; but in addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex. [REDACTED] will describe the environment within which the Office of Security works and what its major current activities are.

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WEDNESDAY, 14 May 1975

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1525-1615 Film: To Be Announced

Dinner

25X1A

1900-2100

Evening Session

Fred W. Janney
Thomas W. Holmes, Jr.

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THURSDAY, 15 May 1975

[REDACTED]

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0800-0830 Reading Class

Director of Central Intelligence,
Key Intelligence Questions for
Fiscal Year 1975, DCI/NIO 1751-74,
9 Aug 1974. SECRET

Director of Central Intelligence,
Perspectives for Intelligence,
1975-1980, USIB/IRAC D22.1/20,
July 1974, 13p. SECRET No Foreign
Dissem

0845-0945 Individual Presentations

Block II--Collection and Processing

Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of human collection for which the Agency has a unique responsibility. We will then look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We will see how human and technical intelligence interact and complement each other.

1000-1130 Target: China

[REDACTED] 25X1A
Asst Deputy Chief,
East Asia Division
For China Operations

Our speaker will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the former President's visit to the mainland--and indicate the level of the DDO collection effort against the PRC.

25X1A

Lunch


1230-1400 The Soviet Union
as an Operational
Target

[REDACTED] t/
East European Division

Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speaker this afternoon will describe approaches to the target and the difficulties encountered;


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THURSDAY, 15 May 1975


1415-1515

Field Station Activities


Deputy Chief,
Africa Division

25X1A


How different types of field stations are organized to accomplish their objectives, how they receive and act on new requirements for both FI and  activities and how they interact with Headquarters are some of the questions which will be considered by the speaker. He will also describe the relationships between CIA and other overseas agencies particularly the State Department, where there is some overlap of reporting responsibilities.

25X1A

Dinner

25X1A

1900-2100

Evening Session - 

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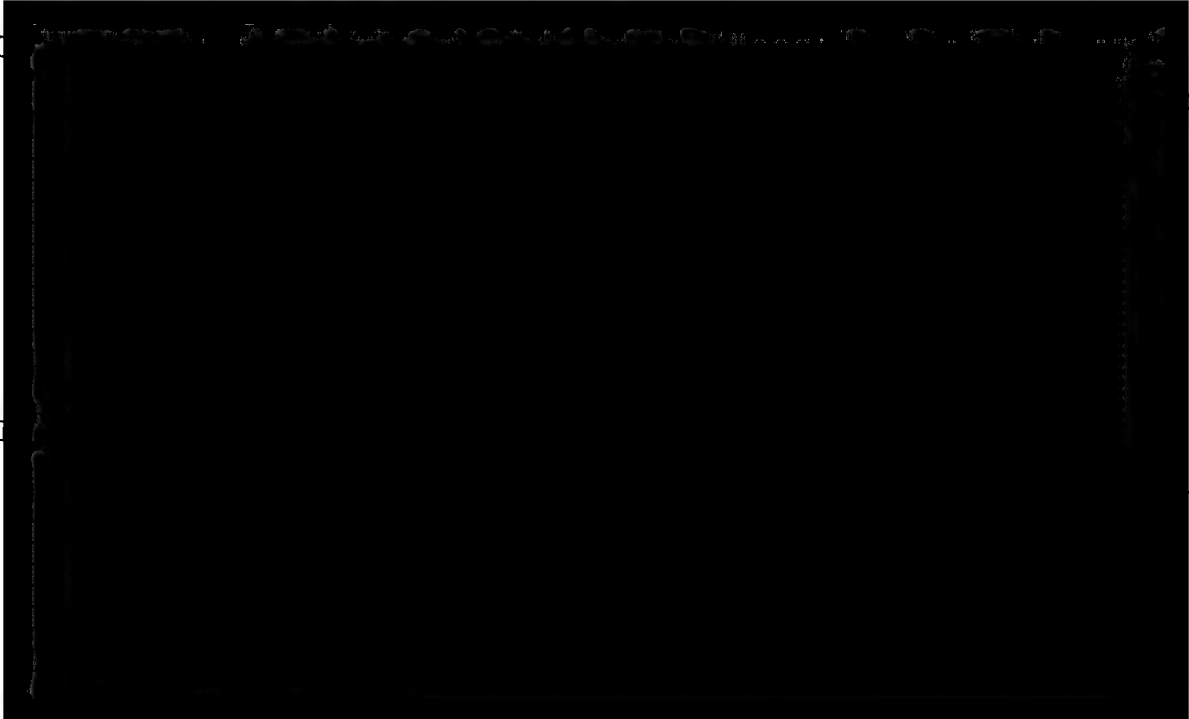
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FRIDAY, 16 May 1975

25X1A

0800-0845 Discussion Class and Staff

0900-0930 Individual Presentation



25X1A

Lunch

1300

ETD

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SUNDAY 18 May 1975

25X1A

1200-1830	Arrive at [REDACTED]	25X1A
1630-1730	Mess Hall open for Dinner	25X1A
1800	[REDACTED] open	
1900-2100	Individual Presentations - [REDACTED]	25X1A

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MONDAY, 19 May 1975

[REDACTED]

25X1A

0800-0900

Reading

Class

[REDACTED], "Science, Technology and Change: Implications for the Central Intelligence Agency." January 1972.
SECRET

25X1A

Planning Study for Research and Development, Some Likely Key Intelligence Questions for the 1980's, RDP 1, 1 June 1974. SECRET No Foreign Dissem Background Use Only

A Study of Climatological Research as it Pertains to Intelligence Problems, RDP 2, August 1974. CONFIDENTIAL CIA INTERNAL USE ONLY

0900-0930

Individual Presentation

~~1010-1035~~

~~0940-1010~~

An Overview of the S&T Directorate

Leslie C. Dirks

~~Sayre Stevens~~

Associate Deputy
Director for Science
and Technology

Our speaker will present an overview of his Directorate, focusing on the whole of the Directorate's mission, organization and the interrelationships of the components.

~~1040-1200~~

~~1020-1120~~

The Office of Research and Development

James V. Hirsch

Director of Research
and Development

This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.

~~1130-1230~~

~~1245-1345~~

The Office of Development and Engineering

Leslie C. Dirks

Director of
Development and
Engineering

The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.

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MONDAY, 19 May 1975

25X1A

~~1350-1450~~
~~1330-1430~~

Technical Service
in Support of
Operations

David S. Brandwein
Director of
Technical Service

The Office of Technical Service primarily provides technical support to operations of the DDO. You will have an overview of these activities and learn of the kinds of equipment and support which the Office can supply.

25X1A

~~1500-1600~~
~~1445-1545~~

ELINT Activities

~~Robert D. Singel~~
Dep Director of ELINT

What is ELINT? A conducted tour around the world of US ELINT facilities, including those of our close allies, will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.

Dinner

1900-2100

Evening Session -

Sayre Stevens
James V. Hirsch
Leslie C. Dirks
David Brandwein
~~Robert D. Singel~~

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TUESDAY, 20 May 1975

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Block III--Intelligence Production

The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--economic, political, scientific and military.

0800-0930 Individual Presentations

0945-1045 A New Emphasis on
Economic Research

Maurice G. Ernst
Director of
Economic Research

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

1100-1200 The Agency's Role in
Current Intelligence

Richard Lehman
Director of
Current Intelligence

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Director of Current Intelligence will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

Lunch

1300-1330 Individual Presentation

1345-1445 The Office of
Political Research

Lewis J. Lapham
Director of
Political Research

This Office was created primarily to conduct political and interdisciplinary research in depth, rather than current intelligence. The Director of OPR will discuss the rationale behind its formation, its current status and activities, including examples of recent projects, finishing with a brief forecast of what the future may hold in store.

Dinner

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TUESDAY, 20 May 1975
[REDACTED]

25X1A

1900-2100

Evening Session - [REDACTED]

Lewis J. Lapham
Maurice C. Ernst
Richard Lehman

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WEDNESDAY, 21 May 1975

25X1A

0800-0830 Discussion Class and Staff

0830-0930 Individual Presentations 25X1A

0945-1045 The Agency's Role in
Current Intelligence [REDACTED]
Deputy Director of
Current Intelligence

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Deputy Director of Current Intelligence will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

25X1A

1100-1200 The Agency's Responsibility
in Strategic Research [REDACTED]
Acting Director
of Strategic Research

The speaker will discuss OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will trace the history of military intelligence work in the Agency and will describe current research priorities and problems. He will also discuss problems and issues he confronts as an office manager.

Lunch

1300-1400 The Production of
Scientific Intelligence Karl H. Weber
Director of
Scientific
Intelligence

The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this Office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

1415-1515 The Imagery Analysis
Service George W. Allen
Director, Imagery
Analysis Service

The speaker will discuss the role of IAS in support of intelligence production and operations components of CIA. He will focus particular attention upon the support provided to on-going disarmament talks--SALT and MBFR.

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WEDNESDAY, 21 May 1975

25X1A

Dinner

25X1A

25X1A

1900-2100

Evening Session -

Karl H. Weber
George W. Allen

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THURSDAY, 22 May 1975

25X1A

0800-0930 Individual Presentations

Block IV--Support to the Intelligence Process

Intelligence collection, processing and production require a variety of support mechanisms. During the next four days you will hear about some of these activities and visit one of our major support facilities.

STATSPEC

1100-1200

Processing Intelligence:
The Role of the Central
Reference Service

Harry C. Eisenbeiss
Director, Central
Reference Service

The Central Reference Service provides a set of utilities in support of intelligence production and operations. Our speaker will discuss information flows into the Agency, the change in the flows over time, processing of the information for future retrieval, efforts to improve the system and your service.

Lunch

1300-1400

The Office of Geographic
and Cartographic
Research

John K. King
Director, Office
of Geographic and
Cartographic
Research

The Agency produces intelligence on virtually all subjects of interest to government policy-makers. We now cover another major area of intelligence production--Geography and Cartography. Our speaker will cover the functions of his Office and how it interfaces with the other areas of Agency operations. He will include some of the trends and problem areas encountered in producing geographic intelligence.

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WEDNESDAY, 21 May 1975

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25X1A

Dinner

1900-2100

Evening Session -

Ernest J. Zellmer
Karl H. Weber
George W. Allen

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THURSDAY, 22 May 1975

25X1A

25X1A

25X1A

1415-1515

Panel [REDACTED]

Harry C. Eisenbeiss
John K. King

Dinner

1900-2100

An Evening with the
Deputy Director for
Administration

John F. Blake

The DDA will speak briefly on the current status of his Directorate, bringing you up-to-date on recent changes and giving you his views on the outlook for future activities. He would then like to discuss those questions and problems which are of particular interest and concern to you.

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FRIDAY, 23 May 1975

25X1A

25X1A

0800-0930 Individual Presentations

0945-1045 The Role of the Office
of the Comptroller in
Budgeting, Management
and Planning


Chief, Administration
Group, Office of the
Comptroller

You have heard that the Agency and each one of us is expected to "do more with less." Our speaker will explain what the resource picture is now and what tighter resources will mean to the Agency as a whole. He will also discuss the Agency budgeting processes--what they are now and how they operate--and discuss current planning, budgetary and management practices.

1100-1200 Financial Operations
in the Agency

Thomas B. Yale
Director of Finance

Financial operations within the Agency are complex and require careful control. Like many other offices in the Agency, our speaker's office has had to reorganize itself to do more with less. He will describe his office's objectives and discuss new simplifying and streamlining techniques and the increasing use of computers to perform routine tasks.

Lunch

1300 ETD

MONDAY, 26 May 1975

MEMORIAL DAY -- HOLIDAY

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S-E-C-R-E-T

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(Chamber of Commerce and Headquarters)

0845-0915 Individual Presentation

0930-1030 Developments in Agency
Communications

Director of
Communications

25X1A

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology. Following [redacted] presentation there will be a demonstration of equipment used in covert operations.

25X1A

1045-1115 Covert Equipment
Demonstration

OC Staff

LUNCH and Travel to Headquarters

1300-1400 Logistical Support of
Agency Activities
(1 E 74)

Michael J. Malanick
Director of Logistics

Logistics has changed its emphasis greatly since the winding down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large scale paramilitary ventures. These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.

1415-1530 The Agency's Medical
Services

John R. Tietjen, M.D.
Director of Medical
Services

and Panel

25X1A

Psychiatric Staff

25X1A

Deputy Chief,
Operations Division

25X1A

Psychological Services
Staff

In an organization such as ours the physical and mental health of its employees is of paramount importance. The speaker and panel members will describe how the Agency's Office of Medical Services provides world-wide support to its human resources. They will also

25X1B

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S-E-C-R-E-T

TUESDAY, 27 May 1975
(Chamber of Commerce and Headquarters)

1545-1645

The Intelligence
Directorate
(7 E 32)

Paul V. Walsh
Associate Deputy
Director for
Intelligence

The ADDI will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.

S-E-C-R-E-T

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WEDNESDAY, 28 May 1975
(Local Field Trip and Headquarters)

25X1A 0800 Car pools depart for
[REDACTED] - Assemble
at far end of Lanes E-F,
West Parking

0900-1200 Technical Service in OTS Staff
Support of Operations

You received an overview of OTS last week. Today you will hear about two of the Office's major activities and then tour OTS facilities to learn of the other kinds of equipment and support which the Office can supply.

Briefings and Tour
of Laboratory

1215 Car pools depart for
Headquarters

Lunch

1400-1500 The Deputy Director's William E. Nelson
View of the Operations
Directorate
(Room 7 E 32)

Mr. Nelson will present an overview of his Directorate and his thoughts on the future of its operational responsibilities.

1515-1630 Management in CIA Carl E. Duckett
(Room 6 E 60) Deputy Director
for Science and
Technology and
Secretary, CIA
Management Committee

You have heard much during the past three weeks about management within the Agency. The Secretary of the Management Committee will explain how that group functions and some of the problems with which it is currently concerned. He will also be available to answer questions about management and about his Directorate.

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MIDCAREER COURSE

NO. 47

PHASE II

THE INTELLIGENCE COMMUNITY
(29 May - 2 June 1975)

Chamber of Commerce Building

PHASE III

WORLD AFFAIRS
(3 - 13 June 1975)

Chamber of Commerce Building

Headquarters Area

and

Field Trip

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

E-2 CL: 013030

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S-E-C-R-E-T

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FRIDAY, 13 June 1975
(1E-78 and 7D-64 Headquarters)

0845-0930	Discussion	Class and Staff
0930-1000	Phase III Evaluations	
1000-1200	<u>Priorities for</u> <u>the 70's and 80's</u>	<u>Dr. Allen Schick</u> Congressional Research Service, Library of Congress

Determining national priorities for the future is a major problem in government today. Our speaker, a specialist in the field of public administration, will discuss this subject in terms of the budgetary process at both the local and national level.

Lunch

1330-1415 Overall Evaluations
(7D-64)

1430 Informal Remarks

William E. Colby
Director of Central Intelligence

Award of Certificates

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S-E-C-R-E-T

THURSDAY, 12 June 1975
(Room: 916, Chamber of Commerce Building)

0900-1030

The Multinational
Corporation

Lawrence Krause
Senior Fellow,
The Brookings
Institution

One of the major factors on the international economic scene today is the multinational corporation. Our speaker, a student of the development of these organizations, will describe them and discuss their effect on international trade, balance of payments and US foreign policy interests.

25X1A

1045-1215

The US-Soviet
Strategic Balance

[REDACTED]
Assistant National
Intelligence Officer
for Strategic
Programs

Understanding Soviet defense policy is a major goal of US intelligence gathering efforts. The Soviet view of the relationship between the strategic forces of the US and the Soviet Union is an important input into the determination of Soviet defense policy. The composition and complexity of opposing nuclear offensive and defensive arsenals make it difficult, however, to measure the strategic balance. Our speaker will describe the US-Soviet strategic balance in this period of the Strategic Arms Limitation talks.

Lunch

25X1A

1400-1600

Whither the U.N.?

The Charter of the United Nations states that the organization was born "to save succeeding generations from the scourge of war." In the almost thirty years since its creation there have been over fifty wars in various corners of the globe. One impact of the addition of countries that achieved their independence after World War II has been to negate any expectation that the UN would always be a faithful reflection of US national interests. Yet Ambassador Charles Yost, former head of the U.S. delegation, has written that the UN is not only relevant but indispensable today. [REDACTED] will discuss the activities of the UN in the light of the dreams of 1945. He will assess its strengths and weaknesses, and evaluate the UN's likely role in the foreseeable future.

25X1A

25X1A

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WEDNESDAY, 11 June 1975

(Room 916, Chamber of Commerce Building)

0830-0915 Discussion Class and Staff

0915-1015 Film: "The Palestinians"

A 1974 CBS Documentary tracing the history of people who constitute a critical factor in resolving Middle East tensions.

1030-1200 Terrorism: A New
Dimension in World
Affairs

Robert A. Fearey
Special Assistant
to the Secretary
and Coordinator
for Combating
Terrorism, Department
of State

Terrorism is not restricted to an Israeli marketplace or the Belfast ghetto, but it can move in without warning on a San Francisco bank or on a UN delegation. A senior Department of State officer will discuss the world-wide scope of terrorist activities and international efforts to cope with this threat. He will also discuss United States' inter-agency efforts in this field, particularly as it relates to the US, and he will describe the Government's policies aimed at thwarting terrorist activities.

Lunch

1330-1530 The Middle East

Parker T. Hart
Special Representative
for the Middle East
and North Africa,
Bechtel Corporation

A former Ambassador to several Middle Eastern countries and a distinguished authority will discuss the current developments in the Middle East, covering some of the historical background and describing the diverse regional claims and rivalries which have complicated American and Soviet interests there. He will conclude with a personal view of the future in this volatile area.

25X1A

1545-1645 The Middle East
and Intelligence

[REDACTED]
National Intelligence
Officer for the
Middle East and
Islamic World

We turn now to the Middle East as an Intelligence problem. The importance of this part of the world to the US is demonstrated by the number and range of collection and evaluation requirements levied upon the Community. Our speaker will assess the principal issues and problems from an intelligence viewpoint and will define the major areas of responsibility today and in the future for the collection and for the analyst.

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S-E-C-R-E-T

SUNDAY, 8 June 1975

1345 Convene at SW Entrance HQ
1400 Bus leaves for National Airport
1500 Depart National Airport for Islip,
Long Island, via Allegheny Airlines
Flight No. 664
1603 Arrive Islip-MacArthur Airport
1630 Bus to Holiday Inn, Riverhead, L.I.

MONDAY, 9 June 1975

0900 Bus to Brookhaven National Laboratories
0930-1530 Briefings and Tour of Brookhaven Labs
1545 Bus to Holiday Inn

TUESDAY, 10 June 1975

0900 Bus to Grumman Aerospace Corporation,
Calverton, L.I.
0930-1500 Briefings and Tour
1515 Bus to Islip-MacArthur Airport
1600 Depart Islip via Allegheny Airlines
Flight No. 665
1710 Arrive National Airport
1730 Bus leaves for Headquarters

S-E-C-R-E-T

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FRIDAY, 6 June 1975

(Room 916, Chamber of Commerce Building)

0900-0930 Discussion Class and Staff

0945-1015 Film: "Energy: Critical
 Choices Ahead"

*The scope and impact of the current energy crisis is described
in this film recently produced by the Department of Commerce.*

1030-1200 Energy: Challenge
 of the 70's

James E. West
Associate Assistant
Administrator for
Importing Nations,
Federal Energy
Administration

*As the most technically advanced nation, the US consumes the most
energy. We now must compete in a world-wide market where the number
of competitors is growing while ready supplies are decreasing. This
presentation will focus on the impact of dwindling energy supplies
on the traditional patterns of international politics, regional
groupings and alliances. The speaker will illustrate how traditional
US policy objectives can come into conflict with the necessity for
maintaining supplies of energy.*

Lunch

1330-1530 World Population
 Problems

R. T. Ravenholt
Director, Office
of Population, AID

*This presentation will center on the trends in world population.
The speaker will explore the magnitude of world population growth
and offer his views on the ramifications of the present and future
growth rates upon all nations in general but with emphasis upon
the less developed countries. He will discuss the difficulties
involved in initiating programs designed to slow present population
growth rates and the time lag before such programs are effective.
The problem of providing limited food to an expanding population will
also be treated.*

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S-E-C-R-E-T

THURSDAY, 5 June 1975
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1035 Film: "Who Owns the Sea?"

25X1A

This film, produced by the Canadian Broadcasting Corporation in 1972, presents graphically some of the issues discussed in the lecture to follow.

1045-1200 Law of the Sea

Office of Geographic
and Cartographic
Research

Our speaker has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conferences, the second of which was held recently in Geneva. He will summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.

Lunch

1330-1415 Course Administration

1730-1930 Reception in
Executive Dining
Room (7 D 42)

Class, Staff,
Spouses and Guests

Midcareerists, spouses and their guests gather for an informal reception in the Executive Dining Room.

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WEDNESDAY, 4 June 1975

(Room 916, Chamber of Commerce Building)

0845-0945 Individual Presentations

1000-1200

The Outlook for
China in World
Affairs

A. Doak Barnett
Senior Fellow,
The Brookings
Institution

China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.

Lunch

25X1A

1330-1530

The Soviet Union
and the West in
an Age of Detente

The speaker will consider the significance of detente in assessing Soviet objectives and achievements in her relations with the West. He will focus in particular on the Soviet Union's perceptions of the short and long-term prospects for detente.

1545-1630

Discussion

Class and Staff

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S-E-C-R-E-T

TUESDAY, 3 June 1975
(Room 916, Chamber of Commerce Building)

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; whereas the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among US international objectives. It is the purpose of Phase III to bring you up-to-date on both the continuing and new national concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.

0845-0945 Individual Presentations

1000-1200

U.S. Foreign
Policy Today

Wreatham E. Gathright
Policy Planning
Staff, Department
of State

We begin our survey of the US in the world with a review of current directions of US foreign policy. Our speaker will also discuss the mechanisms through which this policy is formulated. He will conclude by commenting on the significance of prospective trends in foreign policy for intelligence.

Lunch

1330-1400 Phase II Evaluations

1415-1545

U.S. Strategy and
European Security

Andrew J. Pierre
Council on Foreign
Relations

A re-examination of US military commitments and relationships in Europe has been prompted by both domestic and external factors, including Congress and the budget, and the impact of detente. The immediate importance is reflected in our participation in the current Mutual and Balanced Force Reduction (MBFR) talks in Vienna. The speaker will consider these matters in discussing the changing strategies and policies of the US aimed at safeguarding the security of Western Europe. He will include an assessment of the role of conventional forces and the status of the NATO alliance.

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MONDAY, 2 June 1975
(Room 916, Chamber of Commerce Building)

1515-1645

The National Security
Council Under the
Ford Administration

Col. Clinton Granger
National Security
Council Staff

The NSC mechanism works differently under every President. Our speaker will discuss how the current system works and how it is evolving in the new Administration. Our speaker will enumerate the White House priorities for the immediate future and for the longer range.

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MONDAY, 2 June 1975

(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1045 Treasury's Role in
the Intelligence
Community

David Laux
National Security
Advisor, Office of
National Security
Affairs, Treasury

The Department of the Treasury joined the United States Intelligence Board just over three years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kind of information the Intelligence Community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

1100-1230 The Defense
Intelligence
Agency


Major General
Lincoln D. Faurer
Deputy Director
for Intelligence,
DIA

How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.

25X1A

Lunch

1345-1500 The FBI and
Intelligence


Chief, Counter-
intelligence Branch,
Intelligence Division,
FBI

As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now, and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

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FRIDAY, 30 May 1975

Room 916, Chamber of Commerce Building)

25X1A

0815 Bus leaves from Chamber
of Commerce Building to
[REDACTED]
rear of Chamber of
Commerce Building)

25X1A

25X1A

0900-1130 The National
Photographic
Interpretation
Center

[REDACTED]
Chief, Imagery
Exploitation
Group, NPIC

Although NPIC is predominantly a processor, it is closely involved with research and development personnel, collectors, and producers. It provides a mass of critical information for use in the finished intelligence report and in the decision making process. Our speaker will discuss NPIC's support to the Intelligence Community. You will also have an opportunity to visit with PI analysts in a division of your own choosing.

25X1A

Lunch [REDACTED] Cafeteria

1230 Bus to Chamber of
Commerce Building

1330-1430 The National
Intelligence
Officers

George A. Carver
Deputy to the DCI
for National
Intelligence Officers

The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.

1445-1615 The President's Foreign
Intelligence Advisory
Board

Wheaton Byers
Executive Secretary,
PFIAB

This Board, composed of outstanding private citizens, meets periodically in Washington and carried out independent studies of US foreign intelligence activities on behalf of the President. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how the President uses the Board. The speaker will give us his views as to what the future may hold for this advisory organization.

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THURSDAY, 29 May 1975
(Room 916, Chamber of Commerce Building)

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.

0830-0900 Discussion Class and Staff

0900-1000 Reading

1000-1130 The Intelligence Community

[REDACTED]
Consultant to INR,
Department of State

25X1A

We begin Phase II on the Community with an overview of its composition. Our speaker, a former Agency official with wide experience, will discuss the components of the Community, how they interact, and how they obtain their resources in an era of ever constricting allocations.

Lunch

1300-1330 Phase I Evaluations
and Course Administration

25X1A

1330-1500 The SIGINT Community

[REDACTED]
Special Assistant
to the CIA SIGINT
Officer

Our speaker will discuss the organization of the SIGINT Community and the relationship between the collector, the consumer, and source of policy. He will provide an insight into the workings of the USIB SIGINT Committee, of which he is Alternate Chairman, and discuss the Agency's relationship to the other principals in this field.

1515-1615 The Bureau of Intelligence and Research

Kenneth Kerst
Director, Office
of Research and
Analysis for Europe
and the USSR

The Department of State is first in the US Government with international concerns. Although small in size, INR has a strong voice in the Community. Our speaker will elaborate on the role of INR, with particular attention to relations with the Agency at home and abroad.

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